

# 公部門的服務失誤與補救：以台鐵為例

楊聰郎、張景旭

E-mail: 9801361@mail.dyu.edu.tw

## 摘要

本研究共收集23篇台鐵顧客消費生氣的故事，由顧客在服務接觸過程產生的負面情緒，以「主觀順序事件技術」(subjective sequential incidents technique, SSIT)方法做服務失誤歷程的探索性分析。將服務失誤分為六大類型，並建構主觀服務遞送藍圖，發現大眾運輸服務失誤的月暈效應及骨牌效應傳遞可能組成途徑，以提供研究服務補救的思考概念。

關鍵詞：主觀順序事件技術、主觀服務遞送藍圖、服務失誤、服務補救、月暈效應、骨牌效應

## 目錄

中文摘要	iii
英文摘要	iv
誌謝辭	v
內容目錄	vi
表目錄	viii
第一章 緒論	1
第一節 研究背景與動機	1
第二節 研究問題與目的	3
第二章 文獻探討	5
第一節 大眾運輸相關文獻	5
第二節 服務失誤	13
第三節 服務補救	15
第四節 服務接觸	18
第三章 研究方法	21
第一節 研究方法的選擇	21
第二節 研究設計	22
第四章 研究分析與發現	28
第一節 氣點的概念框架	28
第二節 情節分析與主觀服務遞送藍圖	30
第三節 研究發現	42
第五章 結論	46
第一節 文獻比較	46
第二節 結論	63
第三節 管理意涵	67
第四節 研究限制	69
第五節 研究建議	70
參考文獻	71

## 表目錄

表 1-1 民眾對公務人員服務品質滿意度調查	2
表 2-1 大眾運輸相關研究文獻整理	7
表 2-2 大眾運輸業相關研究文獻整理	9
表 3-1 主觀事件順序事件技術(SSIT)分析表	24
表 3-2 特定階段氣點聯集表	25
表 3-3 特定階段氣點標籤表	26
表 3-4 特定階段氣點聯集表(定稿)	26
表 3-5 情節分析表	27

表 3-6 主觀服務遞送藍圖 . . . . .	27
表 4-1 情節分析表 - 訂票挫折 . . . . .	31
表 4-2 情節分析表 - 自動售票 . . . . .	32
表 4-3 情節分析表 - 售票延遲 . . . . .	32
表 4-4 情節分析表 - 顧客困窘 . . . . .	33
表 4-5 情節分析表 - 購票挫折 . . . . .	34
表 4-6 情節分析表 - 剪退票挫折 . . . . .	35
表 4-7 情節分析表 - 候車誤點 . . . . .	36
表 4-8 情節分析表 - 行車延遲 . . . . .	37
表 4-9 主觀服務遞送藍圖 . . . . .	38
表 4-10 情節氣點數分析表 . . . . .	42
表 5-1 主觀服務遞送藍圖與文獻比較表 . . . . .	46
表 5-2 主觀服務遞送藍圖與台鐵意向調查比較表 . . . . .	57
表 5-3 氣點類型歸納分析表 . . . . .	64
表 5-4 回應不當類型歸納分析表 . . . . .	65

## 參考文獻

一、中文部份交通部鐵路管理局，97年度「台鐵意向調查」摘要報告[線上資料]，來源：

- <http://www.railway.gov.tw/aay00/word/survey/97people.pdf> [2008, October 21]。行政院研究考核委員，民眾對公務人員服務品質滿意度調查[線上資料]，來源：<http://www.rdec.gov.tw/public/Data/710914404571> [2008, January 21]。行政院主計處(2008)，國民經濟動向統計季報[線上資料]，來源：<http://www.stat.gov.tw/public/Attachment/86131424871> [2008, October 15]。周冰玲(2003)，不同服務補救策略之下服務失誤對顧客反應的影響 - 以國道長途客運消費者為例，真理大學管理科學研究所未出版之碩士論文。胡凱傑(2002)，應用服務品質量表與知覺價值模式探討旅客再消費意願之影響因素:以汽車客運業為例，國立交通大學運輸科技與管理學系研究所未出版之碩士論文。陳澤義(2006)，服務管理，台北:華泰文化出版。郭德寶(2003)，餐飲業顧客滿意、服務失誤、服務補救與行為傾向之研究，發表於觀光休閒餐旅產業永續經營學術研討會，高雄市:國立高雄餐旅學院。葉書芳(2001)，服務品質、關係品質以及服務補救與顧客行為意向關係之實證研究 - 以國內航空業為例，國立成功大學工業管理科學研究所未出版之碩士論文陶奇斌，趙平，王高，黃勁松(2005)，消費者滿意度測量中的光環效應，心理學報，37(4)，524-534。張馨華(2006)，服務經濟轉型下的「重要事件技術」爭議與對策:「主觀順序事件技術」之提出，關係管理研究，3，49-76。二、英文部份Baker, J. (1987). The role of the environment in marketing services: The consumer perspective. In J. A. Czepiel, C. A. Congram, & J. Shanahan (eds.). *The services challenge: Integrating for competitive advantage* (PP. 79-84). Chicago: American Marketing Association. Barker, S., & Hartel, C. E. J. (2004). Intercultural service encounters: An exploratory study of customer experiences. *Cross Cultural Management*, 11(1), 3-14. Bejou, D., Edvardsson, B., & Rakowski, J. P. (1996). A critical incident approach to examining the effects of service failures on customer relationships: The case of Swedish and US airlines. *Journal of Travel Research*, 35, 35-40. Bergenwall, M., & Liljander, V. (1998). Perceived service quality and consumption emotions related to satisfaction with a health care service. Working Paper. Swedish School of Economics and Business Administration. Boshoff, C. (1999). Recovsat: An instrument to measure satisfaction with transaction specific service recovery. *Journal of Service Research*, 1(3), 236-249. Bitner, M. J., Booms, B. H., & Tetreault, M. S. (1990). The service encounter: Diagnosing favorable and unfavorable incidents. *Journal of Marketing*, 54, 71-84. Bitner, M. J. (1990). Evaluating service encounters: The effect of physical surroundings and employee responses. *Journal of Marketing*, 54(2), 69-83. Bitner, M. J., Booms, B. H., & Mohr, L. A. (1994). Critical service encounters: The employee's viewpoint. *Journal of Marketing*, 58(4), 95-106. Bitner, M. J., & Meuter, M. L. (2000). Technology infusion in service encounters. *Journal of the Academy of Marketing Science*, 28(1), 139-149. Brown, S. W. (2000). Practising best in class service recovery. *Marketing Management*, 9, 2-4. Curry, A., & Penman, S. (2004). The relative importance of technology in enhancing customer relationship in banking-a Scottish perspective, service quality: The six criteria of good perceived service quality. *Review of Business*, 9(3), 10-13. Czepiel, M., Solomon, R., Carol F. S., & Evelyn G. G. (1985). Service encounters: An overview. In J. A. Czepiel, M. R. Solomon, & C. F. Surprenant (eds.). *The Service Encounter* (pp. 1-15). Lexington: Lexington Books. Derbaix, C., & Pham, T. M. (1991). Affective reactions to consumption situations: A pilot investigation. *Journal of Economic Psychology*, 12, 325-355. Edvardsson, B., & Strandvik, T. (2000). Is a critical incident critical for edvardsson, B. (2001). Critical incident techniques: Towards a framework for analysing the criticality of critical incidents. *International Journal of Service Industry Management*, 12(3), 251-268. Fornell, C. W. (1987). Defensive marketing strategy by customer management: A theoretical analysis. *Journal of Marketing Research*, 24, 337-346. Friman, M., Edvardsson, B., & G?rting, T. (1998). Perceived quality of public transport service: Inferences from complaints and negative critical incidents. *Journal of Public Transportation*, 2, 69-91. Gardial, S. F., Flint, D. J., & Woodruff, R. B. (1996). Trigger events: Exploring the relationships between critical events and consumer's evaluations, standards, emotions, values and behavior. *Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior*, 9, 35-51. Goffman, E. (1959). *The presentation of self in everyday life*. New York: Anchor Books. Goodwin, C., & Ross, I. (1992). Consumer responses to service failures: Influence of procedural and interactional fairness perceptions. *Journal of Business Research*, 25(2), 149-153. Gronroos, D. (1988). Response determinants in

satisfaction judgments. *Journal of Consumer Research*, 14, 495-507.

Halstead, E. A. M., & John, O. (1996). Comparing objective service failures and subjective complaints an investigation of domino and halo effects. *Journal of Business Research*, 36(2), 107-115.

Hart, C. W. L., Heskett, J. L., & Sasser, W. E. J. (1990). The profitable art of service recovery. *Harvard Business Review*, 68, 148-156.

Hoffman, K. D., & Kelley, S. W. (2000). Perceived justice needs and recovery evaluation: A contingency approach. *European Journal of Marketing*, 34(3/4), 418-432.

Hoffman, K. D., Kelley, S. W., & Rotalsky, H. M. (1995). Tracking service failure and employee recovery efforts. *Journal of Service Marketing*, 9(2), 49-61.

Heskett, J. L., Sasser, W. E., & Rotalsky, H. M. (1989). *Service Breakthrough*. New York: The Free Press.

Kelley, H. H. (1967). *Attribution Theory in Social Psychology*. NE: University of Nebraska Press.

Kelly, S. W., Hoffman, K. D., & Davis, M. A. (1993). A typology of retail failures and recoveries. *Journal of Retailing*, 64(4), 429-452.

Lovelock, M. (2000). *Services Marketing in Asia: Managing People, Technology and Strategy*(1st ed.), U. S. A.:Prentice-Hall.

Maxham, J. G. (2001). Service recovery 's influence on consumer satisfaction, positive word-of-mouth, and purchase intentions. *Journal of business Research*, 54, 11-24.

McCollough, M. A., Berry, L. L., & Yadav, M. S. (2000). An empirical investigation of customer satisfaction after service failure and recovery. *Journal of Service Research*, 3(2), 121-137.

Meuter, M. L., Ostrom, A. L., Roundtree, R. I., & Bitner, M. J. (2000). Self-service technologies: Understanding customer satisfaction with customer satisfaction with technology-based service encounters. *Journal of Marketing*, 64(3), 50-64.

Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1985). A conceptual model of service quality and its implications for future research. *Journal of Marketing*, 49(4), 41-50.

Price, L. L., Arnould, E. J., & Tierney, P. (1995). Going to the extremes: Managing service encounters and assessing provider performance. *Journal of Marketing*, 59, 83-97.

Reason, J. T. (1997). *Managing the risks of organizational accidents*. Aldershot. UK: Ashgate Publishing Limited.

Reichheld, F. F., & Sasser, W. E. (1990). Zero defection: quality comes to services. *Harvard Business Review*, 301-307.

Shostack, M. T. (1985). *Planning the Service Encounter, The Service Encounter*. Lexington Books, Massachusetts.

Solomon, M. R., Carol S., John A. C., & Evelyn, G. G. (1985). A role theory perspective on dyadic interactions: The service encounter. *Journal of Marketing*, 49, 99-111.

Smith, A. K., & Bolton, R. N. (2002). The effect of consumers' emotional responses to service failures on their recovery effort evaluations and satisfaction judgments. *Journal of Academy of Marketing Science*, 30, 5-24.

Sriram D., & Jay, R. (1999). Nature and determinations of customer 'expectations of service recovery in health care. *Quality Management in Health Care*, 25, 7- 4.

Suprenant, F. C., & Michael R. S. (1987). Predictability and personalization in the service encounter. *Journal of Marketing*, 51, 86-96.

Swan, J. E., & Michael R. B. (1998). Service quality and satisfaction: the process of people doing things together. *Journal of Service Marketing*, 12(1), 59-72.

Stauss, B. (1992). Attribute-based versus incident-based measurement of service quality: Results of an empirical study in the German car service industry. In P. Kunst, & J. Lemmink (eds.). *Quality management in services* (pp. 59-78). Maastricht: Van Gorcum.

Tax, S. S., & Brown, S. W. (1998). Recovering and learning from service failure. *Sloan Management Review*, 40(1), 75-88.

Tax, S. S., Brown, S. W., & Chandrashekar, M. (1998). Customer evaluations of service complaint experiences: Implications for relationship marketing. *Journal of Marketing*, 62, 60-76.

Van, D. W., Lemmink, J., Mattsson, J., & Rhoen, I. (2001). Affective consumer responses in service encounters: The emotional content in narrative of critical incidents. *Journal of Economic Psychology*, 22, 359-376.

Wells, W. D. (1994). Disc very-oriented consumer research. *Journal of Consumer Research*, 19(4), 489-504.

Weiner, B. (1980). A cognitive(attribution)-emotion-action model of motivated behavior: An analysis of judgements of help-giving. *Journal of Personality and Social Psychology*, 39(2), 186-200.